MINUTES

INFORMATION TECHNOLOGY PROJECT REVIEW COMMITTEE VIRGINIA INFORMATION TECHNOLOGY INVESTMENT BOARD

January 7, 2004 Richmond, Virginia

MEMBERS PRESENT: James F. McGuirk, II, Chairman

Chris Caine John C. Lee, IV

MEMBERS ABSENT: Len Pomata

OTHERS PRESENT: The Honorable George C. Newstrom, Secretary of Technology

and Chairman, IT Investment Board

Jerry Simonoff, VITA Strategic Management Services Director

Dan Ziomek, VITA Project Management Division Jo Jo Martin, VITA Project Management Division George Williams, VITA Project Management Division Paul Lubic, VITA Policy, Practice & Architecture Division Chris Saneda, VITA Customer Support Services Director

John Westrick, Office of the Attorney General

(See Attached Attendance Log)

Call to Order

Chairman McGuirk called the first meeting of the Information Technology Project Review Committee to order at 9:00 a.m. Three of the four members were recorded as present by roll call.

Opening Comments by Chairman

Chairman McGuirk reviewed the meeting agenda and asked members if they had any additions. There were none.

Committee Administration and Staff Support

Mr. Dan Ziomek, manager of the Project Management Division (PMD), briefed Committee members on the draft Commonwealth Technology Management (TM) Policy revision, and advised that it was currently in the 30-day public review and comment period. The TM Policy is a cornerstone document that explains how the Commonwealth manages information technology. The document was included as part of the January 1, 2004, VITA Quarterly Report to the

Governor and General Assembly. Mr. Ziomek explained that the revised policy should come before the Committee for final action at their next meeting.

Mr. Ziomek presented an organization chart for the Project Management Division within the VITA Strategic Management Services Directorate, introduced staff members noting their areas of responsibility, and discussed basic functions of the division.

Following a question by Chairman McGuirk about the Project Manager qualification process, Mr. Ziomek advised that a Project Manager Selection and Training Standard was currently in place. STAFF ACTION: Chairman McGuirk asked that the qualifications of each Project Manager for major projects be highlighted as part of the standard project review process (should be included in the Balanced Scorecard criteria) in order to help the committee evaluate projects.

STAFF ACTION: Mr. Caine requested that Committee members be provided with a Web site link to the future Committee meeting materials prior to the scheduled meetings, rather than being provided electronic copies of the actual documents. Committee members agreed.

Department of Education – Education Information Management System

Mr. Ziomek briefed Committee members on the CIO recommendation for the Education Information Management System (EIMS) being developed in response to the federal *No Child Left Behind Act of 2001*. In response to a previous question from Mr. Pomata concerning the assurance of funding for the project, Mr. Ziomek reported that the pilot was fully funded, and that full funding for the project was included in the Governor's proposed 2004 – 2006 Biennium Budget.

MOTION: Following a discussion of the project and the oversight review process, a motion was made by Mr. Caine that the Committee recommend project development approval to the IT Investment Board for the Education Information Management System, contingent upon the submission of a report back to the Board documenting the successful completion of the pilot phase and the assurance of funding of the implementation phase. Seconded by Mr. Lee, the motion carried unanimously.

Department of General Services - Laboratory Information Management System

Mr. Ziomek briefed Committee members on the CIO recommendation for the Laboratory Information Management System (LIMS) proposed by the Department of General Services. He noted that it was a federally funded project and that there were no significant issues.

MOTION: Following a discussion of the project, a motion was made by Mr. Lee that the Committee recommend project development approval to the IT Investment Board for the

Laboratory Information Management System. Seconded by Mr. Caine, the motion carried unanimously.

Decision Package Format and Metrics

Mr. Ziomek briefed Committee members on the Interim Balanced Scorecard Decision Criteria used for evaluating major IT projects. He also advised that PMD staff were currently working on a Project Management Standard (to augment existing project management policy direction and guidance) that will include the balanced scorecard and related guidance on a specific cost benefit analysis (CBA) methodology. Chairman McGuirk emphasized the importance of setting up project success measures once the projects are underway. Mr. Ziomek explained that the PMD staff was looking to the Committee for guidance on the Balanced Scorecard Decision Criteria. Discussion followed.

STAFF ACTION: Committee members requested additional detail be developed for the criteria in the Financial and Economic Perspective section and scatter diagrams be developed to depict portfolio views of project risk. Committee members encouraged publication of balanced scorecard criteria to other agencies before promulgation of the new PM Standard.

Mr. Ziomek advised that details of the Balanced Scorecard are currently posted on the VITA Web Site and will be included in the Project Management Standard, currently being developed, and the pending update of the "Interim Procedures for the Initiation and Approval of Major and Non-Major IT Projects."

Secretary Newstrom suggested staff look into the use of providing online tracking of projects. Discussion followed. STAFF ACTION: Committee members requested that staff evaluate online status reporting so agencies would know where their projects were in the review cycle.

Approval Process Time Schedule

Mr. Ziomek presented an approval process timeline for selection, control, and evaluation procedures of major IT projects. A Commonwealth Technology Investment Project Portfolio summary of all projects in the Commonwealth was also provided to the members.

Mr. Ziomek noted that proposed projects had been identified through submission of Agency Technology Strategic Plans. He also advised that the Chief Information Officer would be sending out approval letters to agency heads concerning their technology strategic plans in January.

Ms. Jo Jo Martin, a member of the Project Management Division staff, reviewed in detail the approval process timeline. She also presented a listing of proposed projects by start date to be used to facilitate scheduling of projects for planning approval by the CIO and development

approval by the IT Investment Board. Numerous projects in the portfolio have planned start dates, which have already passed, needing resolution by the PMD staff. Discussion followed.

Committee members expressed their concern about the small size of the PMD staff and the impact that the anticipated workload would have on the timeliness of required reviews.

Committee members advised staff that they were satisfied with the lead-time they were given for project reviews. Chairman McGuirk complimented staff on the completeness of the information being submitted to them. *COMMITTEE ACTION: Committee members agreed to hold monthly meetings for the review of IT projects.*

Mr. Ziomek advised that PMD staff were working on a program plan of the Commonwealth Project Portfolio for presentation to the Committee. The program plan would establish a master schedule of all major IT projects by life cycle category, which will facilitate the scheduling of projects for development approval by the Board. In addition, Mr. Ziomek advised that PMD staff were developing a project management information clearinghouse for publication of lessons-learned and best practices, which should be ready by the end of the quarter.

Commonwealth Enterprise Architecture

Mr. Lubic gave a briefing on the Commonwealth Enterprise Architecture for Executive Branch agencies. He noted that three of the eight architecture domains have been completed--Network; Security; and Middleware.

Mr. Lubic then briefed Committee members on the Platform Architecture Report. He asked for the Committee's review of the report, with a focus on the technical and operational recommendations, before submitting the report to the full Board at their February 2004 meeting. Once the Board has approved the Platform Architecture recommendations, staff would proceed to develop applicable policies, standards, and guidelines. *COMMITTEE ACTION: Committee members agreed to review and comment on the Platform Architecture Report prior to their February meeting.*

Following a question by Mr. Caine, the importance of the Business Architecture domain was discussed. STAFF ACTION: Mr. Lubic agreed to develop a Business Architecture project plan for the Committee's review.

Board of Accountancy Request for Transition Delay

Secretary Newstrom discussed the status of the Board of Accountancy's letter to Chief of Staff William Leighty requesting a six-month delay for their transition into VITA, and Mr. Leighty's subsequent approval of that request. The Secretary advised Committee members that only the IT Investment Board had the authority to approve such a request, and that the IT Investment Board was expected to consider the Board of Accountancy request at its meeting later today. He further

stated that he believed any such request for delay should only be considered along with the submission of an action plan with milestones.

Mr. Chris Saneda, Director of VITA Customer Support Services, noted that while the Board needed to decide what steps to take with regard to the Board of Accountancy's request, it also needed to be prepared to address any future requests for delay. Discussion followed.

Chairman McGuirk advised that the Board of Accountancy should submit an action plan with milestones showing their intent to transition as soon as possible. The plan would have to be approved by the IT Investment Board. Discussion followed.

MOTION: A motion was made by Mr. Caine that the Committee recommend to the IT Investment Board that the Board of Accountancy be required to submit, for consideration by the Board at its February meeting, an action plan with milestones showing their intent to transition to VITA as soon as possible. Seconded by Mr. Lee, the motion carried unanimously.

Secretary Newstrom pointed out the excellent job done by VITA staff in transitioning thirty-five small agencies into VITA by the December 31 deadline.

Department of Transportation Acceleration to VITA

Mr. Saneda advised members that all of the original concerns identified by Dr. Gary Allen of VDOT, at the IT Investment Board's December 1, 2003, meeting, had been addressed satisfactorily. Following the December Board meeting, the Joint Legislative Audit and Review Commission (JLARC) recommended that no large agency transfer prior to the Auditor of Public Accounts performing an audit of the VITA billing system and related policies. Mr. Saneda advised that the audit should be completed by the end of April and, therefore, the transition could take place in April.

Chairman McGuirk and other members of the Committee noted that VDOT was to be complimented on their acceleration plans and should be used as an example to other agencies.

Future Committee Meeting Dates

COMMITTEE ACTION: Chairman McGuirk recommended to Committee members that the IT Project Review Committee plan to meet monthly, just prior to each meeting of the IT Investment Board. Members present agreed.

Public Comment

Chairman McGuirk opened the floor to public comment. There was none.

Adjournment

The meeting was adjourned at 11:55 a.m.

Minutes approved by the IT Project Review Committee on March 3, 2004.

ATTENDANCE LOG

<u>Name</u> <u>Affiliation</u>

Debbie Dodson Virginia Information Technologies Agency
Linda Hening Virginia Information Technologies Agency
Sally Love Virginia Information Technologies Agency
Diane Wresinski Virginia Information Technologies Agency
Judy Marchand Virginia Information Technologies Agency
Mike Sandridge Virginia Information Technologies Agency

Jan Fatorous Dept. of General Services Wanda Andrews Dept. of General Services Rick Davis Dept. of General Services Bill Eighme Dept. of General Services Lan Neugent Department of Education Bethann Canada Department of Education Jennifer Schreck Auditor of Public Accounts Tracy Surratt. **Auditor of Public Accounts** Howard Macrae Office of the Attorney General Tracy Baynard McGuireWoods Consulting

Erin Fitzgerald AMS
Fred Norman CVC, LLC

Fred Helm Kemper Consulting

Chris Whyte Vectre Cathy Stark EDS